

DD/S 73-1071

19 MAR 1973

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, Support Services Staff

SUBJECT : Program Objectives

We sent to you a few days ago a copy of a memorandum to the DD/S from the Executive Secretary of the CIA Management Committee commenting about the objectives we submitted on 15 January 1973 for the approval of the Director, and responding to my memorandum of 26 January 1973 to the Director, PPB on the subject of Evaluation Systems. For your additional information and guidance there follow extracts from a memorandum to the CIA Management Committee from the Executive Secretary of that Committee which was approved by the Director on 28 February 1973.

"Objectives: Director's Objectives have been issued to the Deputies.... These establish, to the extent feasible in terms subject to measurement, the major achievements the Director expects of the Deputies. Authority and responsibility are delegated to Deputies to achieve these objectives within the time frames stated. Deputies are expected to seek the prior approval of the Director for implementing decisions only when these are of major significance or special sensitivity. Deputies will supplement the Director's Objectives with additional Deputies' Objectives of lesser priority reflecting ongoing responsibilities of the Directorates.

OL 3 1599
OL 3 1599

Administrative - Internal Use Only

-2-

"Evaluations: Evaluation systems to some extent exist and to some extent must be established within the Directorates to measure the degree of accomplishment of the Director's and Deputy Directors' Objectives. These evaluation systems will provide for systematic evaluation by line managers of the effectiveness of their programs, plus independent review at the Deputy Director and Director level. These evaluation systems must be translatable into comparative indicators of achievement or nonachievement of Objectives by units engaged in dissimilar as well as similar activity.

"Reporting: Deputies will keep the Director currently informed of overall progress or problems relating to achievement of the Director's and the Deputies' Objectives. In addition, an Annual Report will be written by each appropriate unit of the Agency. It will be structured upon the Director's and Deputy Directors' Objectives and make evaluations of the degree of achievement of each of those Objectives. In addition, the Annual Report may discuss other events which occurred within the area of activity of the unit concerned.

"This system is in its first year. Corporate and other Government agency experience suggests that a minimum of three years is generally required until such a system can be appropriately refined so as to become effective. At this stage, therefore, it contains weaknesses and imperfections. All levels of management are expected to work to remedy these to produce an effective CIA Management System."

 25X1A9a

Chief, DD/S Plans Staff

Administrative - Internal Use Only